

LOOK

For

PROJECT DIRECTORS

who can

CREATE & MAINTAIN

STRONG TEAMS

Project Director

- The lead person during the construction execution phase who has total responsibility for ensuring that the project is completed on time, within budget, within scope, and at the desired performance level.
- Fulfilling the OBO mission of providing secure, safe, and functional diplomatic facilities for U.S.G. personnel.

Lessons Learned

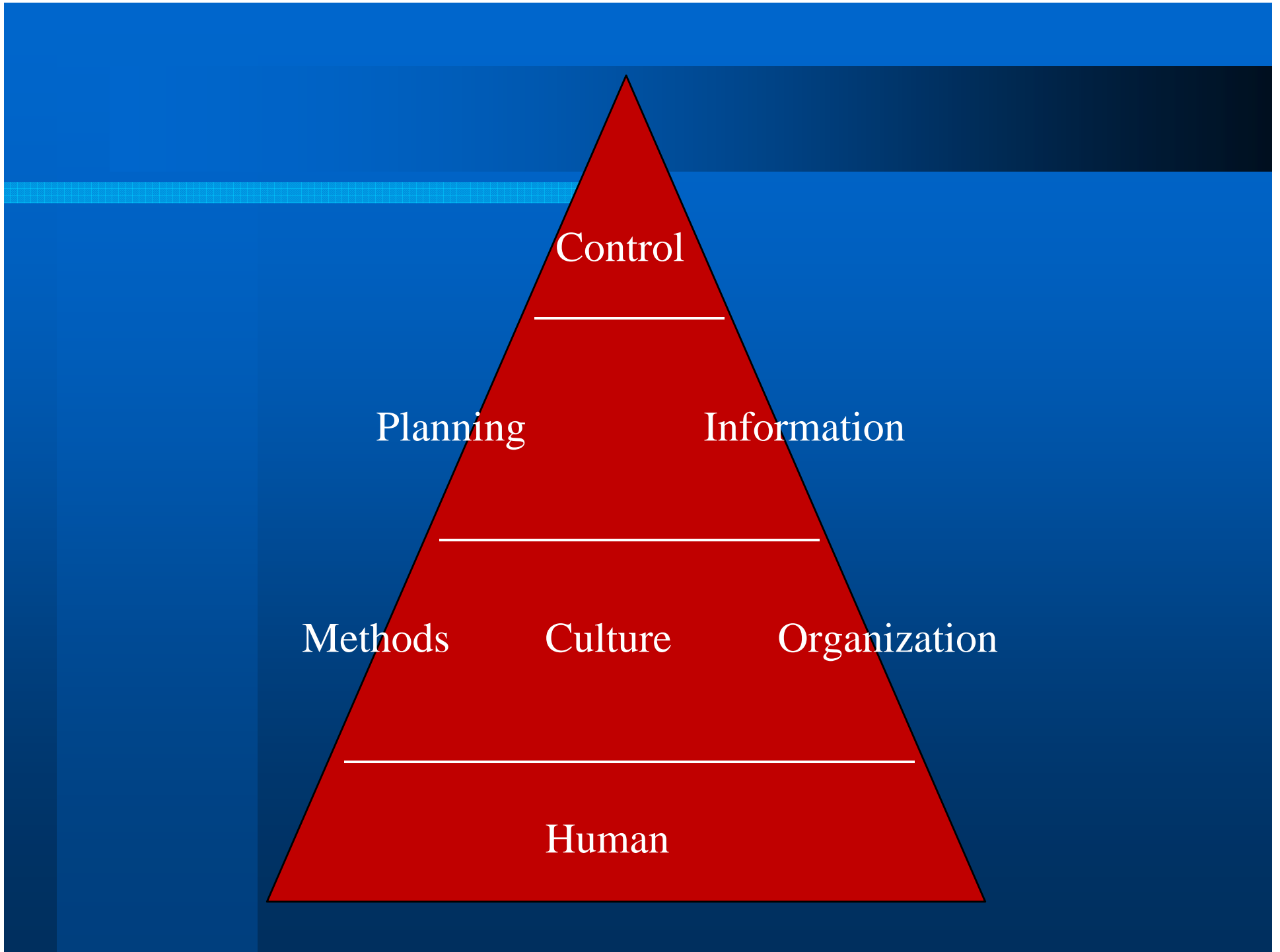
- “People who do not know history are doomed to make the same mistakes again.”

Rear View

- Past Successes
- Project Director Selection Process
- Professional Development
- Incremental/Progressive Assignments
- Career Path Development Process
- Lessons Learned -- Shared

Theory

- “A Project is a problem scheduled for solution.”
- J.M Juran



Project Director Skills

- Planning
- Problem Solving
- Goal Setting
- Negotiation
- Oral Communication
- Interviewing
- Group Dynamics
- Quality Function Development
- Total Quality Management
- Concurrent Engineering
- Time Management
- Decision Making
- Conflict Management
- Data Analysis
- Leadership Skills
- Written Communications
- Coaching / Counseling
- Team Building
- Listening Skills
- Scheduling Methods
- Earned – Value Analysis

Personal Characteristics

- Good Listener
- Supportive
- Organized
- Clears Roadblocks
- Mutual Respect
- Team Builder
- Knows Own Limitations
- Sense of Humor
- Gives Feedback
- Good Decision Maker
- Follows Up
- Shares Experience
- Mutual Ownership
- Buffer to Rest of Organization
- Visible Leadership
- Technical Knowledge
- Fair
- Flexible
- Open-minded
- Delegates
- Honest/Trustworthy
- Understanding
- Challenges team to do well
- Knows Strengths/Weaknesses of team members and Self

Project Director Development (Lewis Institute)

- Project Management: Tools, Principles, Practices
- How to Lead, Manage and Facilitate Project Teams
- How to Manage Risks and Contracts
- How to Communicate, Influence and Negotiate Effectively
- Foreign Language Training

Practice

- **Pros**
 - Applied Theory Skills / Characteristics
 - Progressive Development
 - Selective Recruiting / Hiring
 - Committee and Individual Selection
 - Commensurate Assignment

Practice

- **Cons**
 - “Gut Feel”
 - Technical Confidence over “People Skills”
 - System Inhibitors
 - Insufficient Management Participation

Recommendations

- Build on Successes
- Progressive Upward Mobility
- Career Path for Upward Mobility
- Responsible Site Staff – Selection Process
- Continuing Education